

**BY ORDER OF THE COMMANDER  
NATIONAL AIR AND SPACE  
INTELLIGENCE CENTER**

**NASIC INSTRUCTION 90-103**

**15 MAY 2014**

**Command Policy**

**NASIC CORPORATE PROCESS**



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This publication implements Air Force Policy Directive (AFPD) 90-11, *Strategic Planning System*. This instruction outlines the purpose, organization and operational responsibilities, as well as implements the National Air & Space Intelligence Center (NASIC) Corporate Process. This publication applies to all NASIC civilian and military personnel as well as all Air Force Reserve Command (AFRC) Units assigned to NASIC. This publication does not apply to the Air National Guard (ANG) Units operationally aligned to NASIC. This NASIC publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field to NASIC Publications Office (NASIC/SCOK), 4180 Watson Way, Wright-Patterson AFB, OH 45433-5648, ATTN: Publications/Forms Managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. Contact supporting records managers as required. If information is collected by one or more organizational components and transmitted to other organizational components for management purposes, the Information Collection and Reports (ICR) Manager must review for accuracy and compliance with Air Force Instruction (AFI) 33-324, *The Air Force Information Collections and Reports Management*

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## ***SUMMARY OF CHANGES***

This instruction was significantly revised and must be reviewed in its entirety. The most significant change is the incorporation of the Joint Operation Planning Process (JOPP), outlined in Chapter IV of *JP 5-0, Joint Operation Planning*, as a framework for NASIC's Corporate Process. Updates also include the addition of an "Overview" section and revisions to the "Organization and Operations", "Member Responsibilities" and "Administration" sections. Additionally, the title of this instruction changed from "NASIC Council" to "NASIC Corporate Process."

### **1. OVERVIEW.**

1.1. The NASIC Corporate Process is a three-tiered structured approach to manage Center operations and determine resource application decisions. The NASIC Corporate Process is organized to identify Courses of Action (COAs) and provide decision options for the Commander (CC). The process serves to ensure thorough discussion on topics deemed important to NASIC mission success.

### **2. ORGANIZATION AND OPERATIONS.**

2.1. NASIC's Corporate Process consists of three successive levels: Panel, Board, and Council (see attachment 2 for Corporate Process structure) for the purpose of developing alternatives, recommending choices, and making decisions. Variations in the NASIC Corporate Process may be adapted for specialized purposes, such as financial management and wartime support operations.

2.2. All three levels of NASIC's Corporate Process will use the JOPP as the deliberate method to develop COAs for the CC and may also use the Military Decision Making Process (MPMP) as outlined in FM 101-5, *Staff Organization and Operations*, to gather additional examples for outputs and/or deliverables. Attachment 4 outlines the minimum required outputs and deliverables for each of the NASIC Corporate Process levels.

2.3. *NASIC Panels* are chaired as directed by CC, Council or appropriate Board with limited focus areas such as production or facilities management. Depending on the topic, Panels may have permanent members and meet on a scheduled recurring basis. Membership may include Technical Directors, Deputy Commanders/Directors and, as appropriate, Subject Matter Experts for the issues under discussion. Panels associated with Group resource-related issues (e.g. mission/resource prioritization, initiatives) will typically be comprised of Group Deputy Commanders/Directors with the support of Group Resource Advisors. When an issue requiring development of COAs and a decision by the CC arises, a panel chaired by the issue's Office of Primary Responsibility (OPR) starts the NASIC Corporate Process. NASIC Panels are responsible for Steps 1 through 3 of the JOPP and the outputs and deliverables described in Attachment 4.

2.4. *The NASIC Board* is chaired by the Vice Commander (CV).

2.4.1. The Board reviews Panel conclusions and makes the determination to approve/disapprove the conclusions and recommendations of the panel under CV

authority or, forward a final recommendation (including any dissenting opinions) for approval at the Council under CC authority. The NASIC Board membership includes the entire Council membership with the exception of the CC, and at discretion of CV may be expanded to include others, i.e., Deputy Directors. The NASIC Board is responsible for Steps 4 through 5 of the JOPP and the outputs and deliverables described in Attachment 4.

2.5. *The NASIC Council* is chaired by CC (or in the absence of CC, by CV).

2.5.1. The Council provides final decisions by CC with advice of Council members. The Council members consist of NASIC senior military and civilian leadership, including the CC, CV, Chief Scientist, Command Chief, Group Commanders, 2-letter Directors, Technical Directors, the Director of Financial Management, the Director of Security, and the Staff Judge Advocate. The Inspector General is a participant at the Commander's discretion. Council decisions are final and actionable unless changed by the Commander. Decisions will be distributed to the responsible parties and executed upon. The NASIC Council is responsible for Steps 6 through 7 of the JOPP and the outputs and deliverables described in Attachment 4.

2.6. Other Boards/Councils.

2.6.1. *The Financial Management Board (FMB)*, as established by AFI 65-601 V1, *Budget Guidance and Procedures*, approves financial execution strategy within NASIC. For purposes of this Operating Instruction, the FMB, when chaired by the CC, will be considered a Council. The voting membership of the FMB is determined by NASIC's financial resource structure and may differ from normal Council membership. Recommendations to the FMB are developed by the Financial Working Group, chaired by the NASIC Budget Officer.

2.6.2. *The Information Technologies Management Board (ITMB)*, as established by NASICI 33-108, *NASIC Strategic IT Management*, approves the execution and management strategy for IT throughout NASIC. In accordance with the delegated authorities granted by the CC and the NASIC Council, the Chief Information Officer (CIO) will serve as the execution arm and authority on all directives associated with strategic IT management, acquisition, and modernization initiatives. The ITMB will go to Council only for issues that cannot be resolved at Board. When chaired by the NASIC/CC, the ITMB will be considered a Council. The voting membership of the ITMB is determined by NASIC's Strategic IT Management structure as denoted in NASICI 33-108, *NASIC Strategic IT Management*, the ITMB Charter, and may differ from normal Council membership. Recommendations to the ITMB are developed at the Architecture and Engineering Review Panel as chaired by the Chief of the Systems Integration Management Office and delegated by the office of the Chief Information Officer.

2.6.3. *The Manpower Management Board (MMB)*, as established by this instruction, approves the execution and management strategy for NASIC manpower resources. For purposes of this Operating Instruction, the MMB, when chaired by the CC, will be considered a Council. The MMB will maintain a prioritized list of Center unfunded manpower requirements and a prioritized list the bottom 5% of NASIC funded manpower requirements and will periodically convene to compare the lists and make periodic

recommendations on resource adjustments for Council approval. The voting membership of the MMB is determined by NASIC's financial resource and organization structures and may differ from normal Council membership. Recommendations to the MMB are developed by the Manpower Working Group, chaired by the NASIC Chief of Manpower.

2.6.4. Other NASIC coordination groups not formally mandated and established under other AF instructions/regulations but often labeled as Boards and/or Councils (i.e., Facility Board/Council) are also covered by this instruction. At the discretion of the convening authority, these other Boards/Councils may operate under the guidelines of this instruction.

### **3. PANEL, BOARD AND COUNCIL MEMBER RESPONSIBILITIES.**

3.1. Preparation: The OPR sponsoring the Panel will ensure all the outputs and deliverables are executed in accordance with the JOPP and Attachment 4. The intent is for the OPR to guide all stakeholders through the JOPP to achieve the outputs and deliverables required at the end of each of the three levels of the Corporate Process.

3.2. Meetings: At each level the OPR will schedule meetings as necessary for output and deliverable development and decision points to move to the next level of the Corporate Process.

3.3. Attendance: When present for duty, Panel/Board/Council members will attend scheduled meetings unless excused by the meeting chair. When not present, the Board/Council member's designated acting alternate representative will attend and be empowered to make decisions for their respective organization.

### **4. BOARD/COUNCIL ADMINISTRATION.**

4.1. The OPR requesting or sponsoring a Board/Council meeting will coordinate with the Command Section staff to schedule the time, duration and location of Board/Council meetings.

4.1.1. Provide read-ahead reference materials and draft or proposed outputs and deliverables to Board/ Council members with lead-time in accordance with Command Section policy.

4.1.2. Provide a note taker during the meeting to record minutes and forward copies to XP within two weeks of meeting. XP will archive and email the recorded minutes to all meeting attendees. Minutes must include, at a minimum, meeting attendees, action items/responsible parties and decisions made.

4.2. XP will maintain historical records of Board and Council minutes.

AARON M. PRUPAS, Colonel, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 90-11, *Strategic Planning System*, 26 March 2009

AFMAN 33-363, *Management of Records*, 01 March 2008

AFI 33-324, *The Air Force Information Collections and Reports Management Program*, 06 March 2013

AFI 65-601 V1, *Budget Guidance and Procedures*, 16 August 2012

FM 101-5, *Staff Organization and Operations*, 31 May 1997 (Chapter 5, MDMP)

JP 5-0, *Joint Operation Planning*, 11 Aug 2011 (Chapter IV, Joint Operation Planning Process)

NASICI 33-108, *NASIC Strategic IT Management*, 6 June 2013

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFRIMS**—Air Force Records Information Management System

**ANG**—Air National Guard

**CC**—Commander

**CIO**—Chief Information Officer

**COA**—Course of Action

**CV**—Vice Commander

**FMB**—Financial Management Board

**IAW**—In Accordance With

**ICR**—Information Collection and Reports

**IT**—Information Technology

**ITMB**—Information Technologies Management Board

**JOPP**—Joint Operation Planning Process

**MDMP**—Military Decision Making Process

**MMB**—Manpower Management Board

**NASIC**—National Air & Space Intelligence Center

**OPR**—Office of Primary Responsibility

**RDS**—Records Disposition Schedule

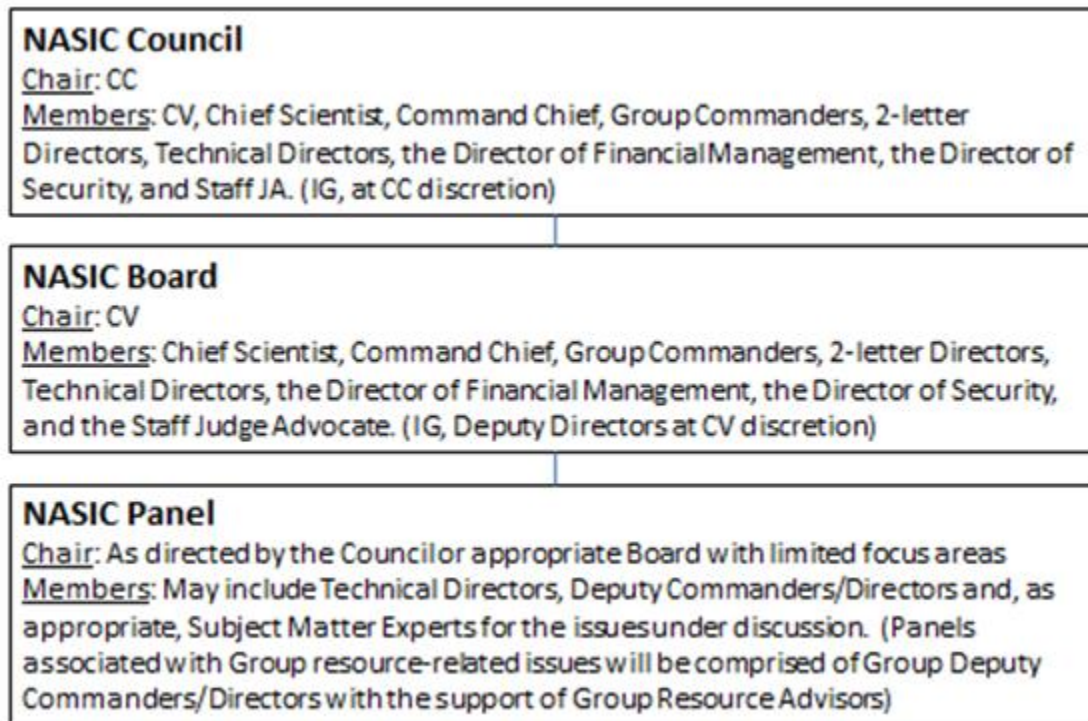
**XP**—Plans and Programs Directorate

**XPX**—Plans and Programs Division

## Attachment 2

## CORPORATE PROCESS STRUCTURE

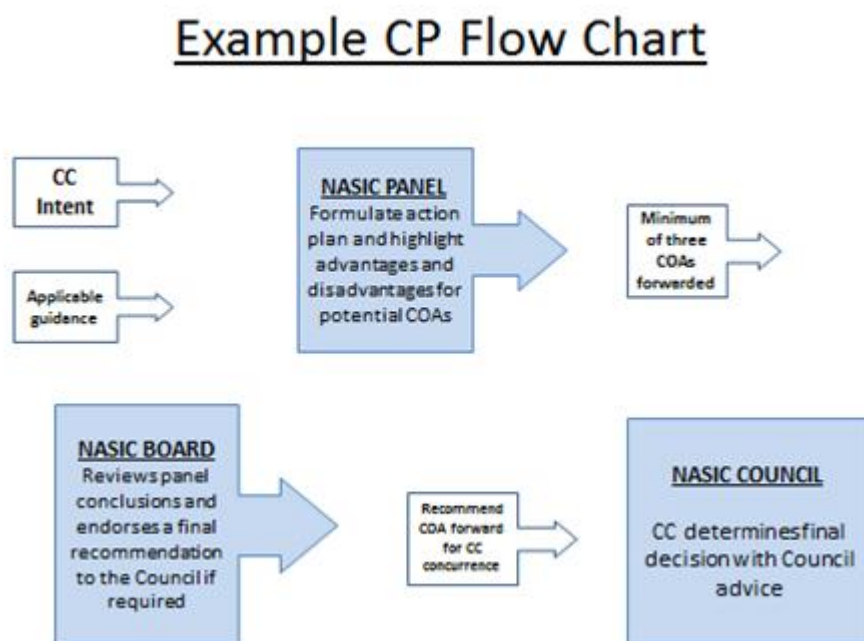
Figure A2.1. NASIC Corporate Process Levels.



## Attachment 3

## EXAMPLE CORPORATE PROCESS FLOW CHART

Figure A3.1. Example Corporate Process Flow Chart.





## Attachment 4

## CORPORATE PROCESS EXPECTED OUTPUTS/DELIVERABLES

Figure A4.1. Corporate Process Expected Output/Deliverables Flow Chart.

